QUARTERLY PERFORMANCE REPORT JULY 1 – SEPTEMBER 30, 2015

Countering Violent Extremism in the Middle East & North Africa (CoVE-MENA)

Maghreb-Sahel Pilot (Pilot 1)

October 29, 2015

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QUARTERLY PERFORMANCE REPORT NO. 4

JULY 1 – SEPTEMBER 30, 2015

Countering Violent Extremism in the Middle East & North Africa (CoVE-MENA) Task Order (TO)

Maghreb-Sahel Pilot (Pilot 1)

CONTRACT NO. AID-OAA-TO-14-00048

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List of Acronyms & Abbreviations

CoP	Community of Practice
COR	Contracting Officer's Representative
CoVE-MENA	Countering Violent Extremism in the Middle East and North Africa
CSO	Civil Society Organization
CVE	Countering Violent Extremism
GUC	Grants Under Contract
IKG	In-Kind support Grants
INGO	International Non-Governmental Organization
ME	Middle East
M&E	Monitoring & Evaluation
RF	Results Framework
SoI	Statement of Interest
QPR	Quarterly Performance Report
USAID	United States Agency for International Development
VE	Violent Extremism
VEO	Violent Extremist Organization

I. Introduction

This Quarterly Performance Report (QPR) is the first report covering the activities of the Maghreb-Sahel CSO pilot, the first pilot project under the Countering Violent Extremism in the Middle East and North Africa (CoVE-MENA) Task Order. This pilot aims to facilitate cross-border countering violent extremism (CVE) exchanges, networking, and capacity building among civil society stakeholders including youth and community leaders. Launched in July 2015, the pilot brought together representatives of civil society organizations (CSOs) from across the region in a four-day workshop that formed the basis for a regional community of practice (CoP) around CVE. Over the next year (October 2015 – October 2016), the pilot will focus on supporting these CSOs to collaborate, network and build their capacity on CVE through the CoP, an in-kind grants (IKG) program and a follow on Lessons Learned workshop.

The QPR covers the period July 1, 2015 to September 30, 2015, which coincides with the 4th quarter of CoVE-MENA and accordingly will henceforth be referred to as Q4. Highlights from the reporting period include:

- Planning and implementing the first activity within the Maghreb-Sahel CSO pilot, the *Participatory & Collaborative Approaches to CVE: Maghreb & Sahel Regional Workshop* (hereafter referred to as the first regional workshop) in Casablanca, Morocco; and
- Launching an online CoP for the workshop participants.

II. CVE Context in the Maghreb – Sahel

The threat of violent extremism (VE) varies across the different countries in the Maghreb & Sahel, but remains relatively low and dispersed overall, except in countries and areas where violent extremist organizations (VEOs) currently exist and/or operate, such as Libya. The risk primarily involves individuals traveling to join VEOs in other countries, rather than being involved in VEOs within their own country. This is especially true of the six countries we are currently engaging in the pilot activities: Algeria, Libya, Mali, Morocco, Niger and Tunisia. During the first regional workshop, participants discussed the situation within their different countries and identified the major push and pull factors that render youth vulnerable to VE in their country contexts. Strikingly, the answers in all six countries were quite similar. The two main variables identified were the current level of active conflict in each country, and if joining VE groups was feasible and accessible to young people. Participants opined that in countries where VE groups are present or where few actions have been taken to prevent youth from traveling to join groups elsewhere, youth would be more inclined to be involved in VEOs.

The most salient push factors identified by the majority of country teams can be categorized as political. These included frustration over corruption, inefficient bureaucracy, poor or no service delivery, ethnic and/or tribal marginalization, and a lack of trust in political actors. Some groups also mentioned frustration wrought by a sense of entitlement and lack of service delivery from the system. Insofar as bad governance can be attributed to the legacy of colonialism, and instability to US foreign policy in the region, there was a sentiment expressed that "The West" should acknowledge this reality, as political push factors are often expressed as frustration against foreign intervention when they translate into recruitment themes. Other important push factors

included education (both a lack of critical thinking skills and educated youth lacking jobs); porous borders and poor policing of the flow of people, drugs, arms, money, and ideology across those borders; and the absence of social ties and a sense of identity.

Notably, the role of tribes and tribalism came up in conflicting ways. Two countries (Algeria and Mali) noted that a strong tribal identity can be a resilience factor for youth who seek identity and belonging. In contrast, the participants from Libya noted that, due to the legacy of Ghaddafi pitting tribes against each other, strong tribal identities are actually drivers of VE and other forms of violence in that country context. This exchange highlights once again the need to understand the local context when developing CVE interventions - what works in Mali or Algeria could possibly have damaging effects in Libya. Ideally, such analysis would be conducted the locality level within each country, too.

In terms of pull factors, the groups largely agreed that social media as a medium was increasingly effective, but personal networks (mostly friends) remained important. The messages used to recruit individuals fall into two general categories. The first is a distortion of religious ideological teachings, and a narrative of spiritual fulfillment. The second, sometimes but not always related to the first, is messaging that capitalizes on feelings of frustration, marginalization, and/or anti-Western sentiment. The findings from the first regional workshop suggest that ideology or pseudo-religious narratives are compelling insofar as they provide answers to the more primary vulnerabilities: lack of social cohesion, shared identity, and belonging. Throughout the region, according to the admittedly small group of individuals in attendance, the major concern is a large number of disenchanted, frustrated, marginalized, and aimless youth; these young people are more vulnerable to many types of conflict, violence, or antisocial behavior, VE being just one of many possible negative outcomes.

Of particular note, participants also listed money and status as major pull factors in almost all cases. In some countries, this money/status awarded by membership in extremist organizations is related to drugs and arms trafficking. It seems that money as a "pull factor" is most relevant in cases of relative and not absolute deprivation – in other words, people do not tend to join the groups in order to merely feed their families, but for increased financial rewards and the status that comes with an increase in income. One group mentioned the economic lure of VEOs in order to pay a dowry, support a family, or otherwise "pay the bills," but most described the financial incentives of VEOs together with the status rewards. It is the combination of cash and prestige that poses the biggest allure to vulnerable youth. Other incentives identified for young men and sometimes young women included the possibilities of marriage and/or taking sexual partners. On the relationship between poverty and joining extremist organizations, it is also important to note that a substantial number of participants identified educated unemployed youth as another frustrated group vulnerable to recruitment. While this is not a group at risk of extreme poverty, it does suggest that economic factors are important in understanding who in the region joins VEOs and why.

III. Pilot Management and Coordination

Personnel - The Maghreb-Sahel CSO pilot is managed by the CoVE-MENA team in Washington, DC, with the support of field-based specialists in Morocco. The core DC-based team is currently

comprised of Jen Heeg (Project Manager/Technical Advisor), Anne Salinas (Task Order Manager), Rindala Mikhael (Project Assistant), Marty Galindo-Schmith (Grants Specialist), and Jeremy Worthington (Finance Officer). In addition, our newest DC-based team member, Anoma Bhat, started supporting CoVE-MENA as an FHI 360 intern in Q3; in Q4, Anoma applied for and earned a position as a full-time Program Officer supporting CoVE-MENA. In addition, Morocco-based Adnane Raiss (Field Program Representative) and Loubna Rais (Grants and Program Specialist) are integral to CoVE-MENA, providing technical and logistical support to pilot activities in the region.

CoVE-MENA also engages other partners and experts to support specific activities within the pilot. For its first regional workshop (discussed in the "Pilot Activities" section), CoVE-MENA worked with Tarek Maassarani (Program Director) and Lamia Lahrech (Facilitator) from the Salam Institute for Peace and Justice to design and facilitate the workshop.

Contractual Issues – CoVE-MENA is working with USAID to attain Grants Under Contract (GUC) authority for the Task Order, particularly as the project is planning to provide in-kind grants in the next phase of the pilot (discussed in the "Plans in the Next Quarter" section).

Coordination with USAID – throughout this quarter, CoVE-MENA coordinated closely with the USAID Middle East (ME) Bureau in DC and USAID/Morocco on the planning and implementation of the first regional workshop in September. In particular, feedback was provided to CoVE-MENA on the design of the sessions and the content of material mainly through review meetings and a dry run prior to the workshop, and after action review meetings at the end of the workshop days. Moreover, USAID/Morocco provided invitation letters to support visa applications for participants. CoVE-MENA, with the support of the ME Bureau, also consulted with the USAID Missions/Desks of the six countries we are focusing on for the pilot - Algeria, Libya, Mali, Morocco, Niger and Tunisia – on the pilot's overall design and the selection of CSOs to participate. In addition, on a case-by-case basis as determined by USAID, the input of other US Government stakeholders was sought for planning the pilot, including the US Embassy in Tunisia who supported CoVE-MENA in identifying potential CSO participants from the country.

IV. Activities

During Q4, CoVE-MENA planned and carried out its first activity under the Maghreb-Sahel CSO pilot, the *Participatory Approaches to Countering Violent Extremism: Maghreb & Sahel Regional Workshop* from September 7 – 10, 2015 (see complete report in Annex 1). The workshop brought together 32 participants from CSOs who work with populations at risk of recruitment into VEOs in the Maghreb and Sahel. The overarching goal of the workshop was to foster regional learning and collaboration on CVE efforts in the Maghreb and Sahel by providing participants with a space to jointly analyze the problem of violent extremism and explore opportunities for collaboration to counter VE in their respective communities. The five workshop objectives were to:

1. Foster learning, exchange, and relationship-building among organizations working to address the drivers of VE in vulnerable communities in the Maghreb and Sahel;
2. Enable participants to recognize the drivers of, and resiliencies to, VE in their communities;

3. Build the foundational skills for the facilitation of positive and community led efforts to counter VE through collaboration with diverse stakeholders at the local level;
4. Sustain learning, networking, and dissemination of information and resources among participants through an online CoP following the training; and
5. Identify participants' needs for further CVE capacity development.

Participant Selection

In early 2015, CoVE-MENA commenced desk research and consultations with key stakeholders in each country - including USAID, International Non-governmental Organizations (INGOs), local organizations and practitioners - to compile an expanded list of CSOs that focus on or have worked in projects relevant to CoVE-MENA's focus areas. Through its research, the team also identified localities particularly vulnerable to VE within each participating country. From the large pool of organizations identified, CoVE-MENA shortlisted 38 CSOs, vetted by USAID missions, who were invited to submit statements of interest (SoIs) in July 2015. The SoI forms sent to participants addressed key eligibility criteria such as localities of focus, program areas, background in CVE, commitment to participating in a CoP, and participant objectives for the workshop. Once the completed SoIs were received, CoVE-MENA assessed the information against pre-determined eligibility criteria and determined a list of CSOs who were invited to register for the workshop. CSOs from Tunisia and Casablanca, Morocco were sent SoIs and registration forms at a later stage, as the process of identifying and vetting candidates took longer than that of the rest of the group. Registration took place throughout August, at the end of which 32 participants from 17 CSOs had registered (four CSOs from Algeria, one from Libya, three from Mali, five from Morocco, two from Niger, and two from Tunisia).

Workshop Design & Logistics Planning

Early on in the planning phase for the pilot, the Salam Institute was identified as a partner to support the design and implementation of the first regional workshop due to their considerable experience engaging with actors at the community level - including local organizations, religious leaders and youth – particularly in designing training and networking activities for diverse participants. Throughout May and June, CoVE-MENA had consulted with Salam closely on the overall approach and design of the workshop, and in July, once their subcontract was in place (July 14), the two experts from Salam officially joined the workshop team. Throughout July, CoVE-MENA and Salam met to develop the sessions and material, and coordinated regularly with USAID during the process.

During August, CoVE-MENA scheduled regular check-ins and coordination meetings to continue working on material development, the facilitation plan and on-the-ground coordination. The team met with USAID for an agenda review (August 12) during which the team walked through the rationale and design of each session and made note of feedback and suggestions. USAID's input was incorporated throughout the sessions, but most notably in the content of the translation and facilitation plan that delineated responsibilities for simultaneous translation, roving translation assistance, breakout group facilitation, note taking, and other roles. On August 26, the team held a dry run session with USAID, wherein each facilitator walked through their sessions and discussed the logistics of translation and facilitation, after which final revisions were made.

During August, the team also coordinated with each individual participant to communicate essential logistical information and make the necessary travel arrangements. Moreover, through the registration forms and a pre-workshop survey, the team gathered baseline data on participants' expectations for the workshop, their level of familiarity with CVE and the degree to which they network and collaborate with other CSOs in their countries and region. Finally, throughout July and up until the workshop in September, the team worked on selecting the venue and making all necessary arrangements with them, in addition to engaging a local company to provide translation and interpretation services before and during the workshop.

Workshop Overview

The four-day workshop centered on discussions, elicitive exercises, working groups, simulations, teambuilding activities, multi-media, cultural sharing and networking opportunities. Based on adult learning principles, the mixed pedagogy incorporated into workshop activities maximized absorption and retention for participants with a variety of learning styles. The participatory approach and interactive teaching methodologies were appropriate for the subject at hand and were appreciated by participants, as noted in the evaluations.

In the first two days, participants attended introductory sessions on recognizing the drivers of VE and key CVE concepts, engaged in in-depth discussions and problem identification/analysis, and were encouraged to share their varying perspectives on CVE. During the first day, facilitators ran an elicitive case study activity in which participants generated their own VE drivers and risk factor categories, which they then compared with the USAID framework. At the end of the second day, participants took a field visit to the Sidi Moumen area of Casablanca - a marginalized suburb home to the perpetrators of the May 2003 and March 2007 Casablanca bombings - and were introduced to the work that the Neighborhoods Association IDMAJ is doing with at-risk youth from this area.

Participants engaged in an interactive simulation on the third day, during which they were asked to put themselves in the place of different stakeholders within a fictional community grappling with increasing numbers of youth leaving to join a VEO. Following the simulation, the facilitators demonstrated how a multi-stakeholder engagement process could enhance collaboration. On the final day, the group engaged in a multi-step needs assessment that helped them identify CVE-related knowledge gaps and capacity needs for their organizations. Each organization then developed its vision and goals for its work on CVE, and together the group identified next steps for exchange and collaboration across the region. In the last session of day four, organizations developed and shared commitments they made to themselves and each other going forward. Furthermore, the CoVE-MENA team took the opportunity to state its own commitments to the group (discussed in the "Post-workshop Activities" section) on how the project will be able to support CSOs in the coming period. The workshop also included three "Participants' Laboratory" (Lab) sessions which provided an opportunity for participants to brainstorm on and determine avenues for collaboration on future activities. In addition, optional professional development modules were offered on Day 1 (Positive Youth Development) and Day 4 (Trauma-informed Programming).

Workshop Results

The first regional workshop was able to build the foundations for a diverse but well-integrated community of practitioners who are willing to collaborate within their communities and across the region to respond to violent extremism. Participants reported an increased level of understanding of the drivers of VE in their communities and expressed satisfaction in the knowledge and skills acquired in designing relevant interventions that include diverse and multiple stakeholders at the local level. Furthermore, participants highlighted the importance of sustaining collaborative learning beyond the workshop and emphasized the need to establish mechanisms for coordination and collaboration that would be sustainable irrespective of CoVE-MENA's support, and beyond the duration of this pilot activity. Accordingly, they decided to establish a Coordination Committee from among the CSOs represented that will assist the coordination of communication within the group, and between CoVE-MENA and the group.

A primary takeaway from the workshop is that there is a need and a desire for programs like CoVE-MENA and for CVE programming support, particularly given that lack of CVE funding was a major obstacle identified by most CSOs. While the language framing CVE can be sensitive for some organizations, CVE as a concept was of genuine interest to all the participants. The CSOs had varying levels of familiarity with CVE approaches, but all welcomed further opportunities for training and support around CVE.

Post-Workshop Activities

Following the first regional workshop, the CoVE-MENA team analyzed the main findings and drafted a key findings documents that was submitted on October 2, 2015. The final workshop report, detailing its design, activities, and key takeaways was submitted on October 9, 2015, and is attached in annex 2 for further information.

As detailed in the report, during the last day of the first regional workshop, CoVE-MENA outlined its commitments to participants for post-workshop support, namely to:

1. Support an online CoP;
2. Share resources, tools, and events with the group;
3. Share all workshop documents;
4. Support exchange and training for networking and capacity building; and
5. Support a lessons learned workshop in the next year to18 months.

Since then, CoVE-MENA has been developing the plan to meet these commitments - elements of which are discussed in section VI on the "Steps for the Next Quarter" – and has already made progress on some commitments, including the online CoP.

CoP launched. Following the first regional workshop, CoVE-MENA launched a secret Facebook group on September 29th as a first step to establish a regional CoP that includes all workshop participants. Based on survey feedback from the group, Facebook was chosen as a platform as it is familiar and accessible to participants; however, in response to participant concerns around security, a *secret* group was created in Facebook, which ensures the highest level of confidentiality

and safety of the information shared.[1] As mentioned earlier in this report, the Facebook group provides space for CSOs to discuss and share their experiences, points of view on CVE, and their work in the region. It also helps participants share and access opportunities for funding, capacity-building and knowledge generation around CVE, peacebuilding, and youth engagement, among other things.

The Facebook group is currently moderated and facilitated by a CoVE-MENA team member, but steps have been taken to engage the Coordination Committee designated during the workshop in the active management of the CoP generally, and the Facebook group in particular.

Since the launch of the CoP, CoVE-MENA maintained constant and daily communication with group members, through the exchange of information and resources. Specifically, by the end of Q4, the Facebook group allowed CoVE-MENA to share with the current 23 members an E-version of the workshop binder, 4 different events announcements and call for participations, 3 RFA's to apply for online courses and fellowships, and 4 publications (studies, reports and articles) around CVE. Three organizations shared with the group general and specific updates on their activities, including those related to the commitments they voiced during the workshop.

V. Challenges Faced this Quarter

The CoVE-MENA team faced few challenges and issues while planning and implementing the main activities in the pilot for the quarter. During the selection process prior to the workshop, CoVE-MENA was not able to promptly engage Tunisian CSOs which could be partly due to the security issues the country was facing at the time of our inquiries. Tunisia had seen two major attacks perpetrated on its soil targeting tourist destinations in the past year (Bardo Museum Attack - March 2015 and Sousse Beach Attack - June 2015). The effects of these events on the country could have hindered or delayed responses from Tunisian CSOs.

Travel arrangements for Libyan participants required special attention prior to the workshop, given that Libyans are required to have a visa to enter Morocco and there is no Moroccan diplomatic presence in Libya. CoVE-MENA requested assistance from USAID/Morocco Mission director Dana Mansuri, who promptly sent visa invitation letters for the Libyan participants who then applied at the Moroccan embassies in third countries. Unfortunately, all four participants who held Libyan passports were declined visas to enter Morocco, and could not attend the workshop. Two Libyan participants who held non-Libyan passports (that did not require a visa) were able to attend.

During the workshop, the main challenge was managing communication among the three different languages used and the varying levels of fluency within them. In addition to having all workshop materials in all three languages, and offering simultaneous interpretation to participants throughout the workshop, CoVE-MENA managed to deal with language disparities by remaining

[1] CoVE-MENA partner SSG created a comparison chart of different Facebook group types; this chart and the report is available to USAID on request.

attentive to participants' needs and capabilities, and assigning roles for staff to assist with translation during group activities.

Prior to and after the workshop, disparities in technological capabilities and access among participants and CoP members have slowed down communication between CoVE-MENA staff and some of the participants who do not have permanent access to internet and/or are not regular users of social media.

VI. Plans for the Next Quarter

Management & Coordination

Several changes in management are anticipated for the coming quarter, for both USAID and CoVE-MENA. For USAID, we anticipate a change in Activity Managers for the pilot, from Rachel Goldberg to Idriss Touijer. Mr. Touijer will be on temporary rotation with USAID/ME/TS from USAID/Morocco in November and December 2015 and will perform the functions of CoVE-MENA Activity Manager during that time.

To ensure efficient management and technical oversight of the growing number of CoVE-MENA activities in Year 2, USAID is planning to modify the CoVE-MENA key personnel positions next quarter. It is anticipated that Project Manager/Technical Advisor Jen Heeg will take on a Senior Technical Advisor role, allowing her to spend additional time focusing on the Impact Evlauation pilot. A part-time Project Manager position will also be created. CoVE-MENA has submitted a Project Manager candidate for USAID approval. Based on the centralization of many tasks in the Washington, DC, office, it is anticipated that the Field Program Representative position for the Maghreb-Sahel pilot will also be modified.

CoP

CoVE-MENA plans to hold regular meetings with the two Coordination Committee members in order to determine their roles in taking ownership of the CoP and facilitating it in the future. A Skype meeting is planned in order to initiate discussion on next steps in the CoP development. CoVE-MENA will regularly assess CoP use and functioning (including through feedback surveys) to improve the platform, and explore options for potentially expanding it to include tools other than the Facebook group. CoVE-MENA will report on CoP interactions and level of activity on a weekly basis, and will include highlights from the CoP in its reporting to USAID.

In the next quarter, CoVE-MENA will continue to ensure facilitation and moderation for the CoP, including managing the Facebook group. In the longer term, CoVE-MENA will work with the Coordination Committee and other participants to develop a plan for CoP sustainability.

In-Kind Grants

In order to further joint CVE capacity building, exchange, and collaboration activities among the organizations that participated in the first regional workshop, CoVE-MENA will launch an in-kind grants (IKG) program in Q1 of Year 2. Only organizations who participated in the first regional workshop will be eligible, and approved applications will be funded in-kind, with FHI 360 covering

relevant costs such as consultant time, travel and per diem, training venue and facilitation, conference/training registration fees, and/or materials and supplies. Joint applications, involving the participation of two or more participating CSOs and designed to meet the common needs of the organizations, will be prioritized for funding.

Nonetheless, in cases where an organization is not able to identify a joint activity with other participating organizations, it may propose a capacity building activity that does not include other participating organizations. However, in order to be considered by CoVE-MENA, the applicant will need to indicate how it will share the capacity and knowledge it acquires with other participating organizations.

In the next reporting period, activities will be focused on developing and releasing the solicitation by November 2015, and responding to questions on the IKG program in preparation for receiving applications by January 2016.

VII. Pilot Monitoring & Evaluation

CoVE-MENA has designed a draft Monitoring and Evaluation (M&E) plan that measures the pilot's outputs and outcomes as they relate to CoVE-MENA overall and the Maghreb-Sahel CSO pilot Results Framework (RF) included in Annex 2.

For the pilot, our goal is "facilitate cross-border CVE exchanges, networking and capacity building among CSO stakeholders," and the three objectives are:

- Increased CSO networking;
- Increased CSO knowledge and learning; and
- Increased CSO capacity.

In order to track and report on these objectives, several indicators have been developed. Our proposed outcome and output indicators – including information such as rationale, data sources and frequency, and targets – are included in the Indicator Table in Annex 3.

In addition to the use of SharePoint internally within the CoVE-MENA team, all monitoring data is available to USAID, and the most relevant information is continually added to the shared Google Drive accessible to USAID ME/TS staff and anyone whose access they request.[2]

We will use mixed data collection methods, including ongoing CSO participant engagement and feedback, to provide USAID and CoVE-MENA with the information needed to make timely management decisions. Data collection methodologies include: baseline and post-event surveys, monitoring of the pilot Facebook group/CoP, and feedback surveys to be sent to CSO participants at predetermined intervals.

Although CoVE-MENA will track indicators, due to the inherent complexity of the project, we acknowledge that some project outcomes and impacts may not fit neatly into pre-determined indicators. In fact, if we are successful at this pilot, the CSO networking activities will blossom

[2] The Sharepoint platform is part of FHI 360's Microsoft Office suite, while Google hosts USAID's current email and document sharing platform

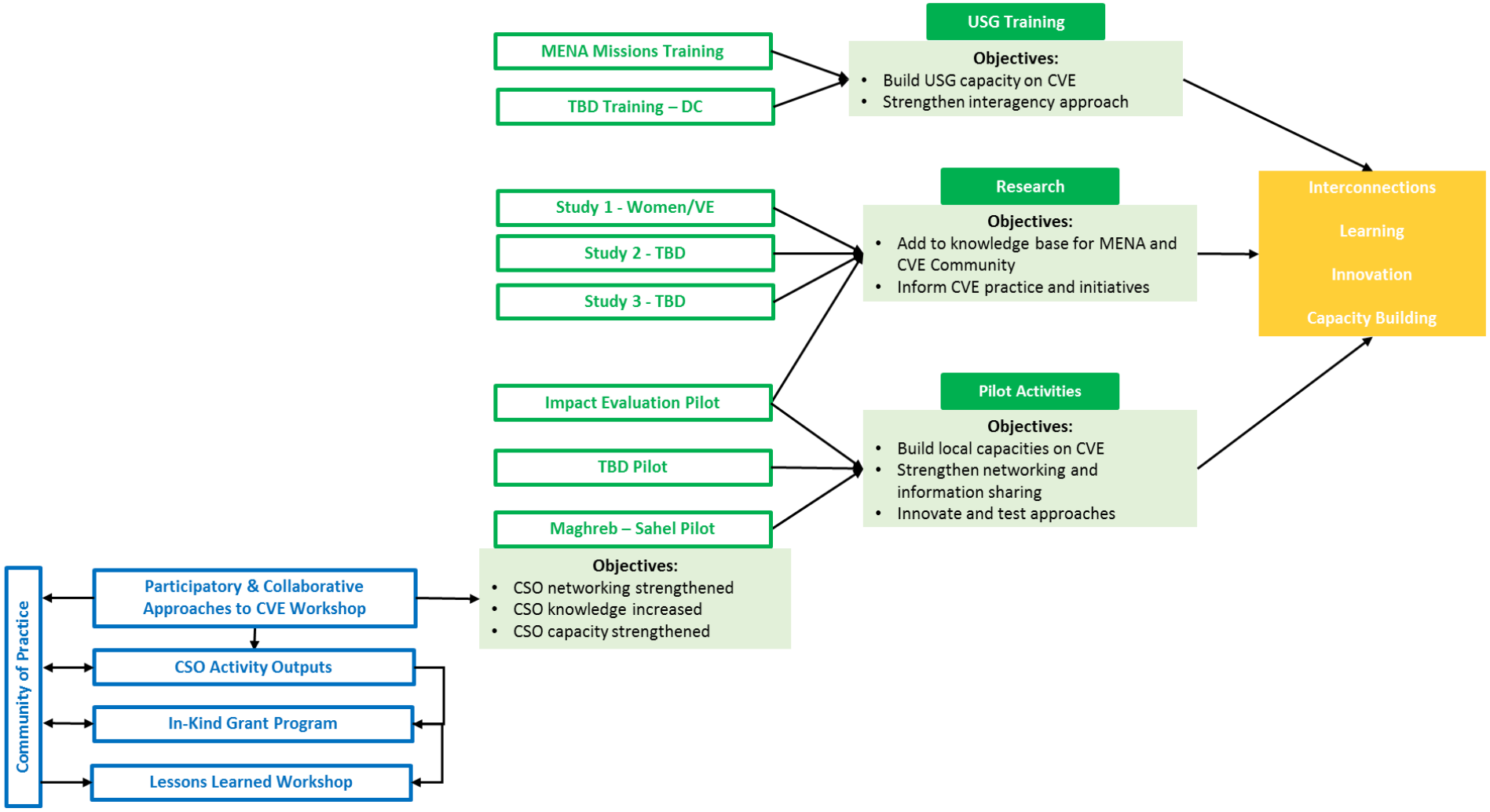
in ways we cannot hope to predict. For example, during the first regional workshop, a Coordination Committee was formed, and is now setting up regular meetings. This sort of outcome cannot be captured by an indicator table, and the CoVE-MENA team will work with USAID's M&E Advisors as needed to ensure that pilot results such as these are accurately captured. This likely will be through the use of at least one Complexity-Aware Monitoring approach, such as Outcome Harvesting, Most Significant Change, and/or Stakeholder Feedback, three approaches currently being vetted by USAID's Office of Learning, Evaluation, and Research (USAID/PPL/LER).

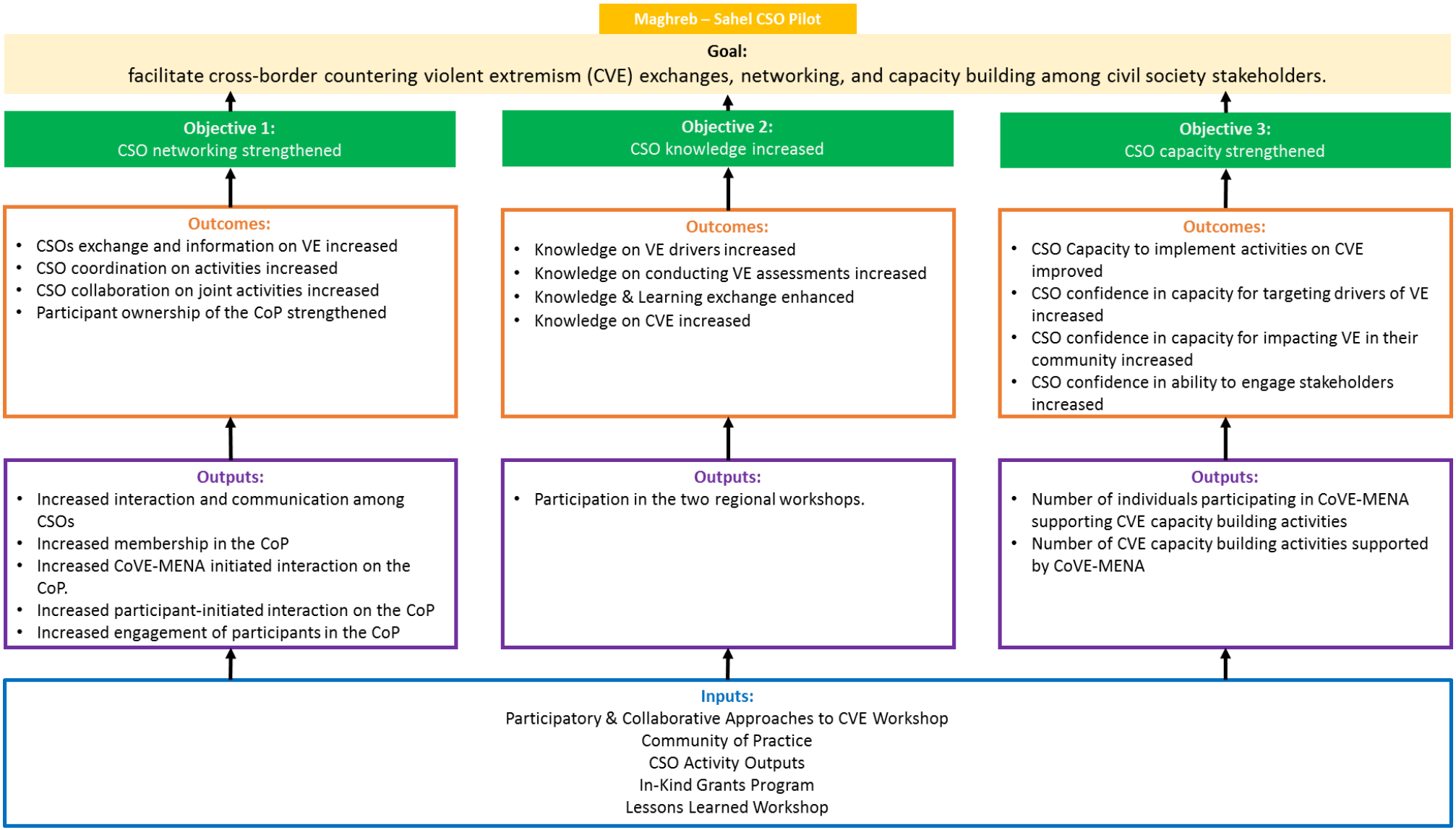
M&E is a team effort for CoVE-MENA, involving all staff members. To identify issues, and to ensure that we comply with USAID's Data Quality Standards,[3] we have allocated every fourth of our weekly coordination meetings to discuss data collection, analyze findings, and adapt ongoing activities as needed.

In addition to reporting indicator data to USAID as a part of our Quarterly Performance Reports, we propose reviewing data at the quarterly review meetings held with the USAID Contracting Officer's Representative (COR) and Activity Manager(s) and deciding on any needed adjustments to activities and targets.

[3] These are: validity, reliability, precision, integrity, and timeliness.

Annex 2: CoVE-MENA Overview & Maghreb-Sahel CSO Pilot Results Framework




Maghreb – Sahel CSO Pilot
Goal:
facilitate cross-border countering violent extremism (CVE) exchanges, networking, and capacity building among civil society stakeholders.
Objective 1:
CSO networking strengthened
Objective 2:
CSO knowledge increased
Objective 3:
CSO capacity strengthened
Outcomes:
• CSOs exchange and information on VE increased
• CSO coordination on activities increased
• CSO collaboration on joint activities increased
• Participant ownership of the CoP strengthened
Outcomes:
• Knowledge on VE drivers increased
• Knowledge on conducting VE assessments increased
• Knowledge & Learning exchange enhanced
• Knowledge on CVE increased
Outcomes:
• CSO Capacity to implement activities on CVE improved
• CSO confidence in capacity for targeting drivers of VE increased
• CSO confidence in capacity for impacting VE in their community increased
• CSO confidence in ability to engage stakeholders increased
Outputs:
• Increased interaction and communication among CSOs
• Increased membership in the CoP
• Increased CoVE-MENA initiated interaction on the CoP.
• Increased participant-initiated interaction on the CoP
• Increased engagement of participants in the CoP
Outputs:
• Participation in the two regional workshops.
Outputs:
• Number of individuals participating in CoVE-MENA supporting CVE capacity building activities
• Number of CVE capacity building activities supported by CoVE-MENA
Inputs:
Participatory & Collaborative Approaches to CVE Workshop
Community of Practice
CSO Activity Outputs
In-Kind Grants Program
Lessons Learned Workshop

Annex 3: Maghreb-Sahel CSO Pilot Indicators Table

Goal: Facilitate cross-border countering violent extremism (CVE) exchanges, networking, and capacity building among civil society stakeholders.							
Objective 1: CSO Networking Strengthened							
Indicator Type	**Indicators**	**Definition**	**Method of collection**	**Frequency of collection**	**Baseline**	**Target**	**Notes/Qualitative Data**
Output	% change in answer to question: "Which of these groups have you and/or your CSO been connected with or interacted with (via Facebook, email, in person, or some other way)? Check all that apply."	CSO interactions or communications (expressed as a percent to measure change)	Social Network Analysis (SNA)	Baseline (Pre-1st regional workshop); Post 1st regional workshop; Post 2nd regional workshop			Interim data can be collected as needed.
Outcome	% change in answer to question: "Which of these groups have you or your CSO previously worked with on an activity, event, or initiative? Check all that apply."	CSO coordination on activities (working together)	Social Network Analysis (SNA)	Baseline (Pre-1st regional workshop); Post 1st regional workshop; Post 2nd regional workshop			Interim data can be collected as needed.
Output	# of workshop participants who are members of CoVE-MENA COP Facebook group	Enrollment in Community of Practice	Monitoring of Facebook group	rolling	0	32	At least one person does not have email at all, so this target can't get met at 100%.
Output	# of posts to CoVE MENA COP Facebook site by CoVE-MENA staff	COP Activity: CoVE-MENA initiated	Monitoring of Facebook group	weekly	0	5	CoVE-MENA will post on a daily basis, 5 days per week.
Output	# of posts to CoVE MENA COP Facebook site by CSO participants	COP Activity: participant initiated	Monitoring of Facebook group	weekly	0	2	One planned/scheduled post per CSO (partners highlights posts) per week and we aim for at least one unplanned CSO/participant initiated post per week

Output	# of "likes" and/or comments by CSO participants on CoVE MENA COP Facebook site	COP Activity: participant interaction and engagement	Monitoring of Facebook group	weekly	0	10	We will count all engagement actions taken by members of the group (comments, likes) on any given posting of the week.
Output	% positive feedback on CoVE MENA COP Facebook site	CSO feedback on COP (Facebook group)	survey	3 months after COP launch	N/A	75% positive	In response to the question, On a scale of 1-5, how would you rate the CoP Facebook site overall? "Positive" feedback will be considered to be 4 and above.
Outcome	# of CSOs implementing joint projects	Joint projects underway	review of proposals	at deadlines/rolling	0	12	Our goal with regards to CSO networking is that 12 of 17 CSOs (nearly 60%) are working together on a joint project.
Outcome	# of meetings facilitated to share experiences and lessons learned related to VE	VE Information exchange between CSO participants	Project records		0	2	Meetings are defined as any in-person or on-line forum during which there is an agenda and an objective for information sharing on VE. 1st Regional Workshop, 2nd Regional Workshop, and exchange visits between CSO participants would count toward this indicator. Other meetings initiated between partners or by CoVE MENA staff with partners for the objective of information sharing between partners also would count.

Objective 2: CSO Knowledge and Learning Increased							
Indicator Type	**Indicators**	**Definition**	**Method of collection**	**Frequency of collection**	**Baseline**	**Target**	**Notes/Qualitative Data**
Outcome	% change in response to question "On a scale of 1 to 5, how knowledgeable would you say you are about the drivers of violent extremism, or factors contributing to violent extremism (VE)?"	Knowledge on VE drivers increased	self-reported (workshop evaluation scores)	baseline + endline			
Outcome	% change in response to question "On a scale of 1 to 5, how well do you feel you can conduct an assessment of the drivers of VE in your community?"	Knowledge on conducting VE assessments increased	self-reported (workshop evaluation scores)	baseline + endline			We actually can anticipate that this number may decrease after the 1st Regional Workshop; teaching assessments was not an explicit goal, but it will be part of the pilot process in the next year, so we expect an increase at endline.
Outcome	Average score in response to question "On a scale of 1 to 5, how much do you feel you have learned through the CoP?"	Knowledge and learning exchanged through CoP	self-reported (survey scores)	baseline + endline			
Outcome	Average score in response to question "On a scale of 1 to 5, how much do you feel you have learned through the Grants process?"	Knowledge and learning exchanged through In-Kind Grants	self-reported (survey scores)	baseline + endline			
Output	# of people that participate in the 1st Regional Workshop	Number of people participating in the 1st Regional Workshop	Attendance	One-time	N/A	40	We had originally targeted 40 participants, but due to visa issues, illness, and uncontrollable job requirements, eventually 32 individuals participated in the 1st Regional Workshop

Output	# of people that participate in the 2nd Regional Workshop	Number of people participating in the 2nd Regional Workshop	Attendance	One-time		32	Ideally, our goal is for all 32 who participated in the 1st Regional Workshop to be able to attend the second one. This also shows impact on the "Networking" objective, since they will have deemed it important to attend.
Outcome	% change in response to question "On a scale of 1 to 5, how knowledgeable would you say you are about the drivers of violent extremism, or factors contributing to violent extremism (VE)?"	Knowledge on VE drivers increased	self-reported (workshop evaluation scores)	baseline + endline			
Outcome	% change in response to question "On a scale of 1 to 5, how well do you feel you can conduct an assessment of the drivers of VE in your community?"	Knowledge on conducting VE assessments increased	self-reported (workshop evaluation scores)	baseline + endline			We actually can anticipate that this number may decrease after the 1st Regional Workshop; teaching assessments was not an explicit goal, but it will be part of the pilot process in the next year, so we expect an increase at endline.

Objective 3: CSO Capacity Strengthened							
Indicator Type	**Indicators**	**Definition**	**Method of collection**	**Frequency of collection**	**Baseline**	**Target**	**Notes/Qualitative Data**
Outcome	TBD	CSO Capacity to Implement CVE-sensitive Activities improved	Participatory/TBD				This is still an unknown impact/outcome, based on proposed and accepted CSO activities in the coming year, which are TBD. If necessary, we will employ a Complexity-Aware Monitoring approach. Otherwise, we will develop a monitoring plan for each CSO activity under the pilot.
Outcome	% CSOs reporting increase following the 1st and 2nd Regional Workshops on the question "On a scale of 1 to 5, how confident are you that your current projects and/or activities target the drivers of VE in your community?"	CSO confidence in capacity for targeting drivers of VE increased	Pre-workshop survey and workshop evaluations	3: Baseline, 1st Regional Workshop, 2nd Regional Workshop			Additional data collection points as needs emerge. Note that this is self-reported.
Outcome	% CSOs reporting increase following the 1st and 2nd Regional Workshops on the question "On a scale of 1 to 5, in designing projects and/or activities that address VE in your community, what level of impact do you think they will have?"	CSO confidence in capacity for impacting VE in their community increased	Pre-workshop survey and workshop evaluations	3: Baseline, 1st Regional Workshop, 2nd Regional Workshop			Additional data collection points as needs emerge. Note that this is self-reported.
Outcome	% CSOs reporting increase following the 1st and 2nd Regional Workshops on the question "On a scale of 1 to 5, how confident are you that you can engage multiple stakeholders in implementing projects and/or activities that effectively address VE in your community?"	CSO confidence in ability to engage stakeholders increased	Pre-workshop survey and workshop evaluations	3: Baseline, 1st Regional Workshop, 2nd Regional Workshop			Additional data collection points as needs emerge. Note that this is self-reported. Stakeholders are defined as other individuals and/or entities with an interest in CVE (schools, parents, religious leaders, youth, government officials, etc).

Output	Number of individuals participating in project-supported CVE capacity building activities	Count of individual participants in each CVE related training, exchange, conference, etc. supported by project	Activity reports and in-kind grant reporting	Ongoing	0	TBD, following award of in-kind grants	
Output	Number of CVE capacity building activities supported by CoVE-MENA	Count of CVE capacity building activities (trainings, workshops, conferences, etc) supported by project	Activity reports and in-kind grant reporting	Ongoing	0	TBD, following award of in-kind grants	